



Accountable, Effective & Well-Managed Government

Focus Area All Funds Budget - \$154,513,432

Department	All Funds Departmental Budget
Office of the City Attorney	\$3,308,966
City Clerk and Clerk of Council	\$428,385
City Council	\$704,232
City Manager's Office	\$2,479,517
Communications & Public Information	\$1,696,388
Finance Department	\$13,970,159
Department of General Services	\$11,639,573
Human Resources	\$4,262,186
Information Technology Services (ITS)	\$13,455,535
Office of Internal Audit	\$448,277
Office of Management and Budget (OMB)	\$1,373,224
Non-Departmental (City Memberships, Insurance, Debt Service, Cash Capital, Employee Compensation, Contingent Reserves, Response to Emergencies)	\$98,598,822
Office of Organizational Excellence	\$152,429
Office of Performance & Accountability (OPA)	\$523,759
Office of Voter Registration & Elections	\$1,471,980

Office of the City Attorney



The Office of the City Attorney provides litigation services to enforce and defend city laws, agreements and regulations and to support petitions to protect children and adults in need of court ordered protection; processes Freedom of Information Act requests; drafts contracts, agreements, memorandums of understanding and ordinances; and provides general legal advice to City Council, boards and commissions and all city departments.

Department Contact Info

703.746.3750

www.alexandriava.gov/cityattorney/

Department Head

Joanna Anderson

Office of the City Attorney



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$2,237,424	\$2,414,573	\$2,466,135	\$51,562	2.1%
Non-Personnel	\$1,571,819	\$604,309	\$842,831	\$238,522	39.5%
Total	\$3,809,243	\$3,018,882	\$3,308,966	\$290,084	9.6%
Expenditures by Fund					
General Fund	\$3,809,243	\$3,018,882	\$3,308,966	\$290,084	9.6%
Total	\$3,809,243	\$3,018,882	\$3,308,966	\$290,084	9.6%
Total Department FTEs	15.00	16.00	16.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the City Attorney increases by \$290,084 or 9.6% compared to FY 2020 levels.
- Personnel costs increase by \$51,562 or 2.1% due to employee turnover, annual merit increases and retirement.
- Non-personnel costs increase by \$238,522 or 39.5% due to outside legal costs. The City Attorney's Office requested and received a carryover from FY 2020 of \$850,000 to increase their budget for outside legal services. For FY 2021, \$226,219 has been added to their outside legal services budget based on a 3-year trend analysis of actual costs.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	16.00	\$3,018,882
All Programs		
Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$290,084
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	16.00	\$3,308,966



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Average number of days to respond to Freedom of Information Act (FOIA) requests</i>	7.6	6.9	3.9	5.0	5.0
<i>Number of City initiated cases litigated to enforce City laws, agreements, and regulations, and recover damages</i>	279	124	102	150	200
<i>Number of petitions submitted to protect children and adults in need of court ordered protection</i>	173	77	109	100	100
<i>Number of documents drafted or reviewed</i>	330	388	321	300	350
<i>Number of Freedom of Information Act (FOIA) requests</i>	1,616	2,030	1,734	1,800	1500
<i>Number of legal trainings provided</i>	15	6	13	25	25
<i>Number of ordinances or resolutions drafted and reviewed</i>	45	63	74	100	100
<i>Number of parking adjudication cases processed</i>	N/A	1,769	2,002	2,000	N/A
<i>Number of times formal and informal legal advice is provided to City departments</i>	792	569	756	1,000	1000
<i>Number of cases litigated to defend City laws, actions or decisions</i>	21	27	23	20	20
<i>Percent of City employees surveyed satisfied with legal services provided by the City Attorney's Office</i>	87%	95%	96%	95%	90%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Transaction	Ensure compliance with appropriate federal, state and city provisions	0.60 M	2
Legal Counsel	Provide legal direction and support to city departments.	0.84 M	2
Litigation	Represent the City in litigation to enforce and defend city laws, regulations and agreements.	1.17 M	2
Special Projects	Respond to subpoenas and Freedom of Information Act requests.	0.41 M	4

City Clerk & Clerk of Council



The City Clerk is appointed by Council and serves as its secretary. The City Clerk prepares and distributes the docket for Council meetings and keeps minutes. The City Clerk keeps a record of the proceedings of meetings of Council and keeps a record of all approved ordinances and resolutions and reports presented to Council for consideration. All of these records are public records and open to inspection. The Office of the City Clerk is responsible for the production and distribution of dockets and supporting materials for Council meetings.

Department Contact Info

703.746.4550

www.alexandriava.gov/CityClerk

Department Head

Gloria Sitton

City Clerk & Clerk of Council



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$348,936	\$360,088	\$365,566	\$5,478	1.5%
Non-Personnel	\$72,188	\$57,521	\$62,819	\$5,298	9.2%
Total	\$421,124	\$417,609	\$428,385	\$10,776	2.6%
Expenditures by Fund					
General Fund	\$421,124	\$417,609	\$428,385	\$10,776	2.6%
Total	\$421,124	\$417,609	\$428,385	\$10,776	2.6%
Total Department FTEs	3.00	3.00	3.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the City Clerk and Clerk of Council increase of \$10,776 or 2.6% compared to FY 2020 levels.
- Personnel costs increase by \$5,478 or 1.5% due to health insurance rate increases.
- Non-personnel costs increase by \$5,298 or 9.2% due to Voice Over Internet Protocol (VOIP), mobile device management and Alex311 cost assumptions.

City Clerk & Clerk of Council



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	3.00	\$417,609
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$5,636
City Clerk and Clerk of Court Boards and Commissions Online Roster Data System. This software system Granicus will allow candidates to apply for a seat on Board/Commissions.	0.00	\$10,000
City Clerk and Clerk of Court Lease Elimination. This cost efficiency will terminate the lease agreement with Meridian for an additional copy machine resulting in savings.	0.00	(\$4,860)
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	3.00	\$428,385

PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile
Docket Preparation & Distribution	Prepare and distribute items for Council consideration to members of Council and the public (manually and electronically) and to notify the public of items scheduled before Council in accordance with state and local laws.	0.10 M	1
Council Support	Provide reception, research, general office support and budget administration services in order to support Council's effective operation.	0.12 M	3
Meeting Support & Documentation	Maintain a permanent record of official City Council actions in a prompt and accurate manner.	0.11 M	3
Boards & Commission Support	Process City boards and commission applications, oaths and to manage, advertise and fill vacancies on boards and commissions.	0.09 M	4

City Council



The Alexandria City Council is composed of a Mayor and six Council members who are elected at-large for three-year terms. The Mayor, who is chosen on a separate ballot, presides over meetings of the Council and serves as the ceremonial head of government. Council members traditionally choose the person receiving the most votes in the election to serve as Vice Mayor. The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.

Department Contact Info

703.746.4550

www.alexandriava.gov/Council

City Mayor

Justin Wilson



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$544,950	\$610,448	\$602,484	(\$7,964)	-1.3%
Non-Personnel	\$84,497	\$78,260	\$101,748	\$23,488	30.0%
Total	\$629,447	\$688,708	\$704,232	\$15,524	2.3%
Expenditures by Fund					
General Fund	\$629,447	\$688,708	\$704,232	\$15,524	2.3%
Total	\$629,447	\$688,708	\$704,232	\$15,524	2.3%
Total Department FTEs	1.00	1.00	1.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the City Council increases by \$15,524 or 2.3% compared to FY 2020 levels.
- Personnel costs decrease by \$7,964 or 1.3% due to a reduction in Health insurance assumptions.
- Non-personnel costs increase by \$23,488 or 30.0% due to costs assumptions for Alex311.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	1.00	\$688,708
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$15,524
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	1.00	\$704,232

PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
City Council	The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives and priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.	0.69 M	1

City Manager's Office



The Alexandria City Manager is appointed by the City Council to be the chief executive officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of the annual operating and capital budgets and periodic financial and administrative reports as may be required for submission to the City Council. The City Manager is responsible for proposing a detailed annual City Government operating budget amount to Council, which includes an Alexandria Public Schools operating budget as well as a 10-year City and Schools Capital Improvement Program. The City Manager is responsible for overseeing presentations of policy choices and proposed plans to City Council and then overseeing the implementation of policies and plans that City Council adopts. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial, Alexandria City Public Schools, Alexandria Redevelopment and Housing Authority, AlexRenew, DASH, and Libraries positions, City Attorney's Office, and the Office of City Clerk/Clerk of Council.

Department Contact Info

703.746.4300

www.alexandriava.gov/CityManager

Department Head

Mark Jinks

CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$1,797,720	\$2,092,902	\$2,290,598	\$197,696	9.4%
Non-Personnel	\$160,447	\$176,585	\$188,919	\$12,334	7.0%
Total	\$1,958,167	\$2,269,487	\$2,479,517	\$210,030	9.3%
Expenditures by Fund					
General Fund	\$1,958,167	\$2,269,487	\$2,479,517	\$210,030	9.3%
Total	\$1,958,167	\$2,269,487	\$2,479,517	\$210,030	9.3%
Total Department FTEs	10.00	11.50	11.75	0.25	2.2%

FISCAL YEAR HIGHLIGHTS

- The City Manager's budget increases by \$210,030 or 9.3% for FY 2021 compared to FY 2020.
- Personnel costs increase by \$197,696 or 9.4% to reflect annual merit and health insurance rate increases as well as budgeting at a higher pay level for the new Racial and Social Equity Officer. The City Manager's Office reclassified this position to the executive pay scale in order to hire more competitively.
- Non-personnel costs increase by \$12,334 or 7.0% due to Adobe, mobile device management, Voice Over Internet Protocol (VOIP) and Alex311 maintenance costs.
- The Special Assistant to the City Manager position increases its FTE from 6 months per year to 9 months per year to reflect actual time spent on assignments.

CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	11.50	\$2,269,487
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries and benefits, contracts, and materials, and includes amending the Special Assistant to the City Manager FTE from 6 months to 9 months per year with no budgetary impact.	0.25	\$210,030
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	11.75	\$2,479,517

CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Percent of residents who approve of the overall quality of City government services</i>	85.5%	82.1%	N/A	83.0%	77.6%
<i>Overall customer service by Alexandria employees</i>	71.7%	73.6%	N/A	74.0%	69.1%

CITY OF ALEXANDRIA, VIRGINIA
City Manager's Office



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Leadership, organizational and employee development	Provide strategic support to City-wide and departmental leadership teams as well as to individual employees to foster a high performance organization.	0.42 M	1
Legislative advocacy/affairs	Represent City's priorities and interests at State and Federal level.	0.19 M	1
Oversight of City Operations	Ensure the effective management of the daily operations of City government.	0.42 M	1
Policy Development and Implementation	Propose policies to City Council for its consideration.	0.38 M	1
Strategic Budget Development	Prepare and provide direction for proposing annual budget priorities and financial plan for City Government operations.	0.21 M	1
Tax Revenue Growth	Improve the City's business economy, as well as grow the governmental tax revenues which fund the City government.	0.10 M	1
Development and Implementation of 10-year Capital Improvement Plan	Propose a 10-year Capital Improvement Plan.	0.10 M	2
Partnership Development	Lead in identifying opportunities to partner with other entities to achieve City and regional goals and implement resulting initiatives.	0.22 M	2
Customer Assistance and Problem Solving	Interact and communicate with residents and business to address issues and needs.	0.23 M	3

Communications and Public Information



The Office of Communications & Public Information fosters open, accountable and effective government by developing, coordinating and delivering meaningful and responsive communications for the community and for City employees.

Department Contact Info

703.746.3960

<http://www.alexandriava.gov/Communications>

Department Head

Craig Fifer



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$1,047,529	\$1,207,207	\$1,252,508	\$45,301	3.8%
Non-Personnel	\$249,601	\$337,086	\$443,880	\$106,794	31.7%
Total	\$1,297,130	\$1,544,293	\$1,696,388	\$152,095	9.8%
Expenditures by Fund					
General Fund	\$1,297,130	\$1,544,293	\$1,696,388	\$152,095	9.8%
Total	\$1,297,130	\$1,544,293	\$1,696,388	\$152,095	9.8%
Total Department FTEs	8.00	9.00	9.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY2021 Communications and Public Information General Fund budget increases by \$152,095 or 9.8% compared to FY 2020 levels.
- Personnel costs increase by \$45,301 or 3.8% due to annual merit and health insurance rate increases.
- Non-personnel costs increase by \$106,794 or 31.7% due to \$75,000 in funding for a new language access plan which is under development, and \$31,794 in current service adjustments for mobile device management, Voice over Internet Protocol (VOIP) and Alex311.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	9.00	\$1,544,293
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$77,095
Communications and Public Information Language Initiative Access Plan—This plan when completed will provide guidance to City departments on how each department will provide adequate access to services for non-English speaking individuals and persons with Limited English Proficiency (LEP). These funds will also be used to fund translation services of written and electronic materials.	0.00	\$75,000
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	9.00	\$1,696,388



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of Alexandria eNews subscribers</i>	40,554	42,821	45,947	50,000	N/A
<i>Number of followers of City's primary Facebook account</i>	13,269	14,138	15,090	16,000	N/A
<i>Number of followers of City's primary Twitter account</i>	44,744	53,153	55,659	60,000	N/A
<i>Percent of employees who are satisfied with overall communications from the Office of Communications and Public Information about what is happening in the City</i>	90%	92%	90%	92%	100%
<i>Percent of residents rating public information positively on the resident survey</i>	72%	78%	N/A	78%	100%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Strategic Communications	Development of external and internal messaging.	0.44 M	2
Website Content Management	Oversight and maintenance of content on the City's external and internal websites.	0.15 M	2
Internal Communications	Distribution of routine and emergency information to employees.	0.14 M	3
Print Publications	Design and layout of print publications for external and internal use.	0.08 M	3
Public Information	Distribution of routine and emergency information to the public.	0.25 M	3
Video Production	Development and production of external and internal video content.	0.36 M	3
Media Relations	Coordination with news media.	0.02 M	4
Outreach and Liaison	Coordination of City Academies, special recognition events, and boards and commissions.	0.10 M	4

Finance Department



The Finance Department is responsible for the assessment, collection, and enforcement of all City taxes, the management of cash flow and investments, accounting for and reporting the City's financial position, processing payroll, executing a fair and competitive procurement environment, assessing all real and personal property in the City, managing the City's risk and safety programs, and managing the City's pension plans. The goal of the Finance Department is to treat all employees, citizens, and business owners professionally, with fairness and compassion.

Department Contact Info

703.746.3900

www.alexandriava.gov/finance

Department Head

Kendel Taylor

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$9,233,047	\$10,368,416	\$10,432,876	\$64,460	0.6%
Non-Personnel	\$3,044,650	\$3,400,686	\$3,495,798	\$95,112	2.8%
Capital Goods Outlay	\$16,359	\$41,485	\$41,485	\$0	0.0%
Interfund Transfer	\$0	\$50,000	\$0	(\$50,000)	-100.0%
Total	\$12,294,055	\$13,860,587	\$13,970,159	\$109,572	0.8%
Expenditures by Fund					
General Fund	\$11,533,422	\$12,970,079	\$13,062,935	\$92,856	0.7%
Other Special Revenue	\$760,633	\$830,608	\$847,324	\$16,716	2.0%
Internal Service Fund	\$0	\$59,900	\$59,900	\$0	0.0%
Total	\$12,294,055	\$13,860,587	\$13,970,159	\$109,572	0.8%
Total Department FTEs	104.25	108.25	108.25	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the Finance Department increased by \$109,572 or 0.8% from FY 2020 levels. Personnel costs increased by 0.6% due to the cost of continuing the current level of service into the next fiscal year, the addition of 1.0 FTE Account Clerk III position to support the Business Compliance pilot program, and the reclassification of one full-time benefitted position.
- Non-Personnel costs increased by 2.8% primarily due to current services adjustments, postage costs, and the implementation of the Business Compliance pilot program.
- Interfund transfer decreased by 100.0% due to the removal of the FY 2020 budget for the Pension IT system; there are ongoing maintenance costs associated with the system. The next payments will be in FY 2024 and FY 2025.
- The budget includes the Business Compliance pilot program to identify businesses that have failed to obtain a business license through the addition of one Account Clerk and a team of 10 interns at no net cost as the (\$111,000) expenditures associated with the staffing are substantially offset by \$560,000 in increased tax collections. This project supports the Finance Department's strategic plans for long-term financial stability of the City.

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	108.25	\$13,860,587
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. This also includes the transfer of a 1.0 FTE Utility Billing Technician to General Services.	(1.00)	\$95,840
Leadership & Management Division Fiscal Officer II—Reclassifies a vacant position from a Deputy Director position to a Fiscal Officer II in order to reflect the nature of the work performed by the position. There is no service impact associated with this reduction.	0.00	(\$97,268)
Revenue Division Business Compliance Pilot Program—Adds 10 part-time interns who will canvas known commercial properties Citywide to identify businesses that have failed to obtain a business license. The addition of 1.0 FTE Account Clerk III is associated with this pilot program to provide additional customer service support and is projected to raise \$560,000 in new business license tax revenue.	1.00	\$111,000
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	108.25	\$13,970,159

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	100.0%	100.0%	94.0%	100.0%	100.0%
<i>Average rate of return on investment of pension assets</i>	7.9%	8.2%	6.8%	7.0%	7.0%
<i>Percent of current real estate and personal property taxes collected</i>	99.2%	99.3%	99.3%	99.3%	99.0%
<i>Police and Fire Pension Fund funded percentage</i>	81.6%	79.2%	80.1%	80.1%	100.0%
<i>General Schedule Supplemental Pension Fund funded percentage</i>	83.1%	84.0%	80.3%	80.3%	100.0%
<i>Dollar value of workers' compensation claims incurred (in millions of dollars)</i>	1.3	1.7	1.3	1.5	0.8
<i>Number of properties assessed (calendar year)</i>	44,877	44,742	45,000	45,000	45,000

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Business Tax	Administers the assessment of the City's business taxes (e.g. business license, meals tax, etc.)	0.89 M	1
Car Tax	Administers the assessment of the City's personal property tax (car tax).	0.94 M	1
Finance Administration	Responsible for financial management, human resources, information technology and other administrative functions.	1.11 M	1
Financial Reporting	Produces City's annual Comprehensive Annual Financial Report (CAFR), manages City's annual audit, and produces monthly, annual, and ad hoc financial reports and analyses.	1.20 M	1
Purchasing	Issues and maintains all City contracts, manages commercial fuel and purchase card programs, and is responsible for purchasing goods, services, construction, and insurance in support of all City departments.	0.55 M	1
Real Property Assessment	Assessment of all real property (residential and commercial) in the City.	1.41 M	1
Tax Billing	Prepares and sends accurate bills for all City taxes.	0.29 M	1
Cash Management and Investment	Day-to-day management of all City cash and investments.	0.26 M	2
Claims Management	Day-to-day administration of claims made against the City.	0.18 M	2
Discovery and Collections	Ensures City taxpayers are in compliance with local tax laws, including the assessment and collection of all liabilities.	1.18 M	2
Electronic Payment Processing	Processing of electronic payments (i.e. online payments)	1.15 M	2
Financial Business Processes	Maintains and manages updates to all electronic financial business processes	0.59 M	2
General Accounting	Maintains records of the financial operations of the City, prepares checks to fulfill City obligations to vendors, and monitors expenditures and revenues to determine compliance.	0.99 M	2
Payroll	Produces the City's bi-weekly payroll.	0.62 M	2
Pension Administration	Manages the pension and deferred compensation (457) plans for City employees, including sworn public safety employees.	0.76 M	2

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Physical Payment Processing	Processing physical payments (e.g. in-person payments, mail, etc.)	0.98 M	2
Risk and Safety	Administration of the City's central risk mitigation and safety improvement efforts; management of City-wide insurance portfolio.	0.20 M	2
Special Billing	Issues, tracks, and collects receivables owed to the City related to citations for violations, bills for service, and other sources.	0.23 M	2
Board of Equalization	Forum to contest real property appraisals.	0.12 M	3
Retirement Administration	Provides and facilitates seminars, workshops, webinars, and counseling to assist employees with retirement and financial planning.	0.13 M	3

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Accounting	\$2,576,861	\$2,890,702	\$2,759,124	(\$131,578)	-4.6%
Leadership & Management	\$1,482,020	\$1,587,725	\$1,653,778	\$66,053	4.2%
Pension Administration	\$775,442	\$927,804	\$989,664	\$61,860	6.7%
Purchasing	\$407,515	\$526,943	\$516,084	(\$10,859)	-2.1%
Real Estate Assessments	\$1,204,340	\$1,595,271	\$1,403,117	(\$192,154)	-12.0%
Revenue	\$3,154,427	\$3,397,592	\$3,640,922	\$243,330	7.2%
Risk Management	\$339,565	\$349,346	\$355,243	\$5,897	1.7%
Treasury	\$2,353,885	\$2,585,204	\$2,652,227	\$67,023	2.6%
Total Expenditures (All Funds)	\$12,294,055	\$13,860,587	\$13,970,159	\$109,572	0.8%

- Accounting decreases \$131,578 due to current services adjustments to include the partial time reallocation of 3.0 FTE employees from the general fund to the pension fund based on administrative time costs as well as reduction in postal costs.
- Leadership & Management increases in FY 2021 are due to current services adjustments, the reallocation of 2.0 FTE to and from other internal Finance divisions, and the transfer of 1.0 FTE to General Services.
- The Pension Division FY 2021 budget is increasing by 7.0% due to current services adjustments, to include the partial time reallocation of 3.0 FTE employees from the general fund to the pension fund.
- Purchasing Division decreases by 2.0% due to current services adjustments.
- Real Estate Division decreases of 12.0% are due to current services adjustments and the reallocation of 1.0 FTE to the Leadership & Management Division.
- Revenue Division increases are due to current services adjustments, the addition of 1.0 FTE associated with the implementation of the Business Compliance pilot program, as well as the reallocation of 2.0 FTE from other internal Finance divisions to support compliance and tax collection efforts.
- The Treasury Division FY 2021 budget increases by 2.6% due to current services adjustments, the reallocation of 1.0 FTE to the Revenue Division, and an increase in postage costs.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	Change 2020 - 2021	% Change 2020 - 2021
Accounting	15.75	16.75	16.75	0.00	0.0%
Leadership & Management	12.00	13.00	12.00	(1.00)	-7.7%
Pension Administration	6.00	6.00	6.00	0.00	0.0%
Purchasing	11.00	11.00	11.00	0.00	0.0%
Real Estate Assessments	13.00	13.00	12.00	(1.00)	-7.7%
Revenue	26.00	28.00	31.00	3.00	10.7%
Risk Management	3.00	3.00	3.00	0.00	0.0%
Treasury	17.50	17.50	16.50	(1.00)	-5.7%
Total FTEs	104.25	108.25	108.25	-	0.0%

- Leadership & Management decreases to the reallocation of 2.00 FTE to and from other internal Finance divisions and the transfer of a Utility Billing Technician (1.00 FTE) to General Services.
- Real Estate Assessments decreases due to the reallocation of 1.00 FTE to the Leadership & Management Division.
- Revenue increases by 3.00 FTEs due to the addition of one staff position to support the Business Compliance pilot program and reallocations from other internal Finance divisions.
- Treasury decreases due to the reallocation of 1.00 FTE to the Revenue Division.

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



ACCOUNTING

Program Description: This program prepares financial reports, pays employees and vendors, and performs reconciliations.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,731,193	\$1,946,762	\$1,799,713	(\$147,049)	-7.6%
Non-Personnel	\$845,669	\$941,155	\$956,626	\$15,471	1.6%
Capital Goods Outlay	\$0	\$2,785	\$2,785	\$0	0.0%
Total Program Expenditures (All Funds)	\$2,576,861	\$2,890,702	\$2,759,124	(\$131,578)	-4.6%
Total Program FTEs	15.75	16.75	16.75	0.00	0.0%

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	94.0%	100.0%	100.0%

LEADERSHIP & MANAGEMENT

Program Description: This program manages general departmental administration and provides City-wide financial management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,380,227	\$1,456,755	\$1,501,078	\$44,323	3.0%
Non-Personnel	\$101,793	\$92,270	\$114,000	\$21,730	23.6%
Capital Goods Outlay	\$0	\$38,700	\$38,700	\$0	0.0%
Total Program Expenditures (All Funds)	\$1,482,020	\$1,587,725	\$1,653,778	\$66,053	4.2%
Total Program FTEs	12.00	13.00	12.00	1.00	-7.7%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



PENSION ADMINISTRATION

Program Description: This program is responsible for pension investment, plan administration, and retirement education and planning for City employees.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$741,279	\$701,408	\$805,457	\$104,049	14.8%
Non-Personnel	\$34,162	\$176,396	\$184,207	\$7,811	4.4%
Interfund Transfer	\$0	\$50,000	\$0	(\$50,000)	-100.0%
Total Program Expenditures (All Funds)	\$775,442	\$927,804	\$989,664	\$61,860	6.7%
Total Program FTEs	6.00	6.00	6.00	0.00	0.0%

PURCHASING

Program Description: This program is responsible for centralized City procurement.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$254,925	\$299,742	\$288,883	(\$10,859)	-3.6%
Non-Personnel	\$152,590	\$227,201	\$227,201	\$0	0.0%
Total Program Expenditures (All Funds)	\$407,515	\$526,943	\$516,084	(\$10,859)	-2.1%
Total Program FTEs	11.00	11.00	11.00	0.00	0.0%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



REAL ESTATE ASSESSMENTS

Program Description: This program assesses the value of each parcel of real estate in the City, the value of which is used to bill for the real estate tax.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$979,219	\$1,376,154	\$1,181,000	(\$195,154)	-14.2%
Non-Personnel	\$219,780	\$219,117	\$222,117	\$3,000	1.4%
Capital Goods Outlay	\$5,341	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$1,204,340	\$1,595,271	\$1,403,117	(\$192,154)	-12.0%
Total Program FTEs	13.00	13.00	12.00	0.00	-7.7%

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Number of administrative reviews</i>	506	500	450
<i>Number of appeals defended at the Board of Equalization</i>	54	60	60
<i>Number of properties assessed</i>	44,742	45,000	45,000
<i>Percent change in valuation made by the Board of Equalization out of all cases heard</i>	-0.2%	-0.2%	-1.0%
<i>Percent of administrative reviews resolved without an appeal</i>	88.0%	85.0%	90.0%
<i>Percent of the City assessments affirmed by the Board of Equalization</i>	70.0%	75.0%	75.0%

REVENUE

Program Description: This program performs the assessment, collection, audit, and analysis of business taxes and personal

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$2,529,910	\$2,728,093	\$2,967,223	\$239,130	8.8%
Non-Personnel	\$622,500	\$669,499	\$673,699	\$4,200	0.6%
Capital Goods Outlay	\$2,017	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$3,154,427	\$3,397,592	\$3,640,922	\$243,330	7.2%
Total Program FTEs	26.00	28.00	31.00	2.00	10.7%

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Percent of current real estate and personal property taxes collected</i>	99.3%	99.3%	99.0%
<i>Percent of total outstanding taxes collected</i>	99.6%	99.6%	99.0%

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



RISK MANAGEMENT

Program Description: This program administers the City's workers' compensation claims, manages the City's insurance portfolio,

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$314,200	\$306,730	\$308,227	\$1,497	0.5%
Non-Personnel	\$23,775	\$42,616	\$47,016	\$4,400	10.3%
Capital Goods Outlay	\$1,590	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$339,565	\$349,346	\$355,243	\$5,897	1.7%
Total Program FTEs	3.00	3.00	3.00	0.00	0.0%

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Dollar value of non-workers' compensation claims incurred (in millions of dollars)</i>	\$0.1	\$1.0	\$1.0
<i>Dollar value of workers' compensation claims incurred (in millions of dollars)</i>	\$1.3	\$1.5	\$0.8
<i>Number of claims processed</i>	279	300	330
<i>Number of workers' compensation claims</i>	170	175	175

TREASURY

Program Description: This program bills, receives, invests, and manages all City monies.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,302,094	\$1,552,772	\$1,581,295	\$28,523	1.8%
Non-Personnel	\$1,044,380	\$1,032,432	\$1,070,932	\$38,500	3.7%
Capital Goods Outlay	\$7,411	\$0	\$0	\$0	
Total Program Expenditures (All Funds)	\$2,353,885	\$2,585,204	\$2,652,227	\$67,023	2.6%
Total Program FTEs	17.50	17.50	16.50	0.00	-5.7%

Key Indicators	2019 Actual	2020 Estimate	Target
<i>Amount of interest earned on City funds invested in compliance with City's investment policy (in thousands)</i>	\$7,182	\$7,000	\$2,000
<i>Rate of return on City funds invested</i>	2.3%	2.0%	0.7%

General Services



Our mission is to provide exceptional management of the City's facilities, surplus real estate and other support services for all of our customers. The Department of General Services staff strives to provide both internal and external customers with quality services by responding to service requests in a timely manner, listening to our customers, and seeking assurance that customers are satisfied with the resolution.

Department Contact Info

703.746.4770

<https://www.alexandriava.gov/generalservices>

Department Head

Jeremy McPike

General Services



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$6,866,471	\$6,843,801	\$5,343,604	(\$1,500,197)	-21.9%
Non-Personnel	\$6,698,334	\$7,596,849	\$6,182,469	(\$1,414,380)	-18.6%
Capital Goods Outlay	\$88,407	\$491,700	\$113,500	(\$378,200)	-76.9%
Transfer to CIP	\$0	\$100,000	\$0	(\$100,000)	-100.0%
Total	\$13,653,212	\$15,032,350	\$11,639,573	(\$3,392,777)	-22.6%
Expenditures by Fund					
General Fund	\$13,541,084	\$14,118,850	\$11,401,073	(\$2,717,777)	-19.2%
Other Special Revenue	\$60,797	\$325,000	\$125,000	(\$200,000)	-61.5%
Internal Service Fund	\$51,331	\$588,500	\$113,500	(\$475,000)	-80.7%
Total	\$13,653,212	\$15,032,350	\$11,639,573	(\$3,392,777)	-22.6%
Total Department FTEs	73.20	73.83	57.83	(16.00)	-21.7%

FISCAL YEAR HIGHLIGHTS

- Personnel decreases by \$1,500,197 or 21.9% due to the transfer of 18.00 FTEs to Transportation & Environmental Services (T&ES) for Fleet Management. One Green Building Engineer position is being transferred to the Energy Management Program in the CIP. This is offset by the transfer of a Utility Billing Technician position into General Services from the Finance Department and the addition of a new City Facilities Security Coordinator position.
- Non-Personnel decreases by \$1,414,380 or 18.6% due to the transfer of Fleet and Garage Management to T&ES. This is slightly offset by increased funding for security guard presence at City Hall and funding added to update the Energy and Climate Change Action Plan.
- Capital Goods Outlay decreases by \$378,200 or 76.9% due to the contingent vehicle replacement budget for Fleet Management being transferred to T&ES. The decrease is also due to three General Services' vehicles scheduled to be replaced in FY 2021, while there were nine in FY 2020.
- The transfer to the CIP decreases by \$100,000 or 100% due to the removal of one-time funding for the development of a community electric vehicle charging infrastructure strategy in the CIP.
- The General Fund decreases by \$2,717,777 or 19.2% due mainly to the transfer of Fleet and Garage Management to T&ES.
- Other Special Revenue decreases by \$200,000 or 61.5% due to the removal of one-time funding for preventative maintenance at the Courthouse.
- The Internal Services Fund decreases by \$475,000 or 80.7% due to the contingent vehicle replacement budget for Fleet Management being transferred to T&ES and the removal of one-time funding for the development of a community electric vehicle charging infrastructure strategy. The decrease is also due to only three General Services' vehicles scheduled to be replaced in FY 2021, while there were nine in FY 2020.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	73.83	\$15,032,350
All Programs		
Current services adjustment— Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes and/or decreases in salaries & benefits, contracts, and materials.	0.00	(\$131,311)
Fleet Management		
Fleet Management Transfer to T&ES— Management of the City's vehicle fleet was transferred to the Transportation & Environmental Services (T&ES) department during FY 2020 to better serve the community and align operations and resources.	-18.00	(\$2,913,872)
External Services		
Garage Management Transfer to T&ES— Management of the City's off-street parking garages was transferred to T&ES during FY 2020 to better serve the community and align operations and resources. Management of the privately owned garage at Tavern Square which is used by City employees will remain under General Services.	0.00	(\$853,364)
Energy Management		
Utility Billing Technician— A Utility Billing Technician position added to the Finance Department in FY 2020 was transferred to General Services during FY 2020. The duties of the position more closely align with the work performed by General Services.	1.00	\$79,862
Facilities Management		
City Facilities Security Coordinator— A City Facilities Security Coordinator position was added during FY 2020 to develop and oversee the implementation of City security plans/programs, manage contracted security services, and design and implement programs and security assessments to counteract/mitigate potential occurrences of emergencies and disasters resulting from natural and man-made disasters.	1.00	\$130,904
Facilities Management		
Increased Security Guard Presence at City Hall— During FY 2020, three additional security guards were added during daytime hours at City Hall.	0.00	\$276,916
Energy Management		
Transfer Green Building Engineer to CIP— A Green Building Engineer position is being transferred to the Energy Management Program in the CIP to better align with the work being performed by the position.	0.00	(\$99,476)
Facilities Management		
Increased Lead Testing— General Services will begin a continuous four year cycle of lead testing at all 841 drinking water fixtures in City-owned and operated facilities. 211 fixtures will be tested in FY 2021.	0.00	\$43,000



DEPARTMENT CHANGES TO CITY SERVICES

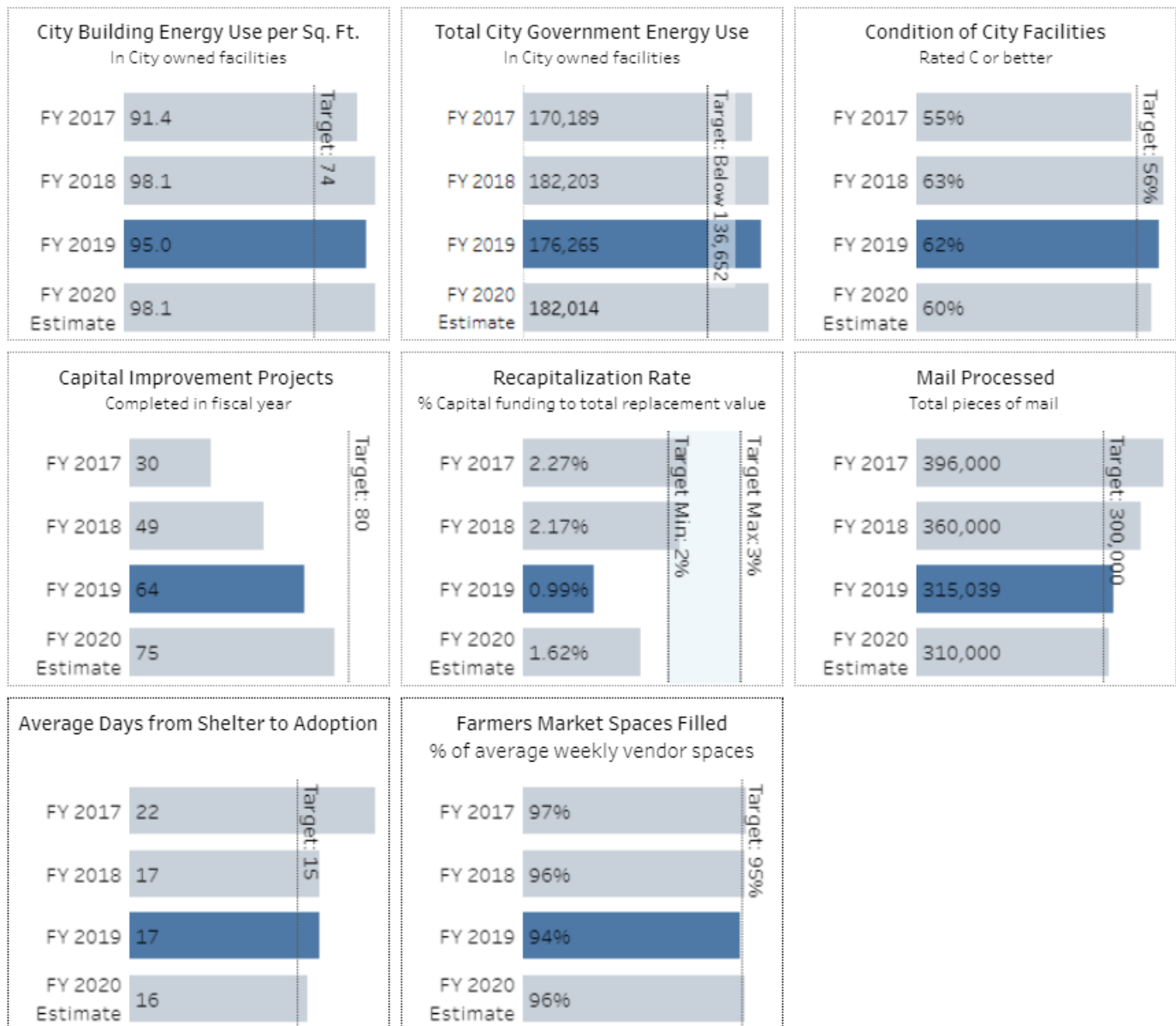
Adjustments	FTE	Amount
Facilities Management		
City Hall Landscaping—Landscaping performed on plants inside City Hall will be eliminated, and the plants will be removed.	0.00	(\$6,500)
External Services		
Increase Parking Rates at the Tavern Square Garage—Parking rates for City employees at the Tavern Square garage will increase by \$10 per month. The City rents and subsidizes the spaces in this privately owned garage for employees, and this will offset the City's subsidy by \$6,000 annually.	0.00	(\$6,000)
Facilities Management		
Union Station Lease Renegotiation—General Services has renegotiated a lease for the use of Union Station, and the new lease requires the lessee to reimburse the City for certain operating and management expenses.	0.00	(\$22,936)
Energy Management		
Energy and Climate Change Action Plan Update—General Services will establish a multidisciplinary task force to guide an update of the Energy and Climate Change Action Plan. The Energy and Climate Change Task Force will base its recommendations for improvements in energy efficiency for both new and existing private and public buildings on the Green Building Policy. The funding provided is for consulting services to support the development of the plan.	0.00	\$110,000
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	57.83	\$11,639,573



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of City-owned building square footage that is rated Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.



The dark blue bars indicate the most recent actual data points.

General Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Farmer's Market	The Farmer's Market provides increased access to healthy foods and other goods in Old Town.	0.09 M	1
Project Planning & Construction Management	Develops and manages capital and construction projects for the City facilities.	0.74 M	1
Animal Shelter, Adoption, and Control	Provide animal shelter management, licensing and public service programs.	1.23 M	2
Budget Management	Staff prepare, implement and monitor the department operational and capital budgets,	0.26 M	2
Community Energy Programs	This service facilitates programs and education to encourage Alexandria community residents and businesses to utilize best practices to reduce energy use, and greenhouse gas emissions.	0.15 M	2
Emergency Response	Provides emergency planning and response during weather and non weather related events that impact City facilities.	0.15 M	2
Energy Management	Energy Management reduces City government costs and greenhouse gas emissions by minimizing energy use in City government facilities, operations, and vehicular fleet.	0.70 M	2
Facility Asset Management	This service provides customer service and support to City departments in regards to the maintenance, health, and safety of City facilities.	4.94 M	2
General Administration	Provides staff management, customer service, logistical support, and inter-departmental and intra-departmental coordination.	0.43 M	2
Procurement	The service provides procurement support for all goods, services and work that is vital to the department.	0.25 M	2
Utility Management	Utility Management includes the acquisition of utility & fuel resources; utility budgeting, bill processing & payment; and utility cost-saving analysis on behalf of City government agencies.	0.34 M	2
Utility Regulatory & Policy Affairs	This service provides support to City Council and the City Manager on local, state, and federal energy and sustainability policy issues.	0.08 M	2
Financial Management	Administrative staff provide various financial management functions.	0.35 M	3
Human Resources Management	Provide human resources services and support for departmental employees and serve as department liaison to the City central HR Department.	0.15 M	3
Print Services	This service provides high speed copying, binding, and makes self-service copying available to all City staff.	0.10 M	3
Real Estate Management	This service includes lease administration, revenue collection, and disposition of real estate.	0.40 M	3
Mail Services	Print Services delivers internal and external mail on the behalf of all City staff.	0.16 M	4
Support Services	This service offer support and customer service to City departments for requests such as document disposal, surplus management, furniture relocation, and event and meeting set ups.	0.29 M	4

General Services



PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Leadership and Management	\$1,745,845	\$2,203,878	\$1,812,356	(\$391,522)	-17.8%
Energy Management	\$1,274,698	\$1,513,096	\$1,530,424	\$17,328	1.1%
External Services	\$2,178,503	\$2,169,202	\$1,357,580	(\$811,622)	-37.4%
Facilities Management	\$5,613,831	\$6,069,406	\$6,615,090	\$545,684	9.0%
Fleet Management	\$2,545,656	\$2,753,872	\$0	(\$2,753,872)	-100.0%
Printing & Mail Services	\$294,679	\$322,896	\$324,123	\$1,227	0.4%
Total Expenditures (All Funds)	\$13,653,212	\$15,032,350	\$11,639,573	(\$3,392,777)	-22.6%

- Leadership and Management decreases by \$391,522 or 17.8% due to the contingent vehicle replacement budget being transferred to T&ES and the removal of one-time funding for the development of a community electric vehicle charging infrastructure strategy. The decrease is also due to only three General Services' vehicles scheduled to be replaced in FY 2021, while there were nine in FY 2020.
- Energy Management increases by \$17,328 or 1.1% due to the transfer of a Utility Billing Technician position into General Services from the Finance Department and funding added to update the Energy and Climate Change Action Plan. This is offset by a Green Building Engineer position being transferred to the Energy Management program in the CIP.
- External Services decreases by \$811,622 or 37.4% due to the transfer of Parking Garage Management to T&ES.
- Facilities Management increases by \$545,684 or 9.0% due to the addition of a new City Facilities Security Coordinator position, increased security guard presence at City Hall, and increased lead testing at drinking water fixtures in City-owned and operated facilities.
- Fleet Management decreases by \$2,753,872 or 100% due to the transfer of Fleet Management to T&ES.
- Printing & Mail Services increases by \$1,227 or 0.4% due to annual merit and health insurance rate increases.

General Services



PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	Change 2020 - 2021	% Change 2020 - 2021
Leadership and Management	11.00	11.00	11.00	0.00	0.0%
Energy Management	5.00	5.00	6.00	1.00	20.0%
External Services	0.40	0.40	0.40	0.00	0.0%
Facilities Management	34.80	34.80	35.80	1.00	2.9%
Fleet Management	18.00	18.00	-	(18.00)	-100.0%
Printing & Mail Services	4.00	4.63	4.63	0.00	0.0%
Total FTEs	73.20	73.83	57.83	(16.00)	-21.7%

- Energy Management increases by 1.00 FTE due to the transfer of a Utility Billing Technician position into General Services from the Finance Department.
- Facilities Management increases by 1.00 FTE due to the addition of a new City Facilities Security Coordinator position.
- Fleet Management decreases by 18.00 FTEs due to the transfer of Fleet Management to T&ES, including all associated FTEs.

General Services



LEADERSHIP & MANAGEMENT

Program Description: This program provides department managed business processes, administers animal shelter management and animal control, Old Town Farmer's Market, employee parking management (internal), and real estate management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,428,735	\$1,273,539	\$1,355,926	\$82,387	6.5%
Non-Personnel	\$266,214	\$341,839	\$342,930	\$1,091	0.3%
Capital Goods Outlay	\$50,896	\$488,500	\$113,500	(\$375,000)	-76.8%
Transfer to CIP	\$0	\$100,000	\$0	(\$100,000)	100.0%
Total Program Expenditures (All Funds)	\$1,745,845	\$2,203,878	\$1,812,356	(\$391,522)	-17.8%
Total Program FTEs	11.00	11.00	11.00	0.00	0.0%

ENERGY MANAGEMENT

Program Description: This program provides energy management to support city operations; community energy efficiency and renewable energy program management; engineering design and operations support; capital project implementation; energy assurance and reliability management; public utility regulatory, policy affairs, and consumer advocacy subject matter expertise support; and utility resource procurement and management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$327,775	\$490,118	\$463,782	(\$26,336)	-5.4%
Non-Personnel	\$946,923	\$1,022,978	\$1,066,642	\$43,664	4.3%
Total Program Expenditures (All Funds)	\$1,274,698	\$1,513,096	\$1,530,424	\$17,328	1.1%
Total Program FTEs	5.00	5.00	6.00	1.00	20.0%

General Services



EXTERNAL SERVICES

Program Description: This program provides management of the Old Town Farmers' Market, administers animal shelter management and the animal control contract, and administers the off-street parking management contract.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$62,082	\$53,612	\$54,768	\$1,156	2.2%
Non-Personnel	\$2,116,421	\$2,115,590	\$1,302,812	(\$812,778)	-38.4%
Total Program Expenditures (All Funds)	\$2,178,503	\$2,169,202	\$1,357,580	(\$811,622)	-37.4%
Total Program FTEs	0.40	0.40	0.40	0.00	0.0%

FACILITIES MANAGEMENT

Program Description: This program provides building portfolio management and capital improvements planning/designing/construction management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$3,109,400	\$2,897,826	\$3,139,807	\$241,981	8.4%
Non-Personnel	\$2,487,532	\$3,171,580	\$3,475,283	\$303,703	9.6%
Capital Goods Outlay	\$16,899	\$0	\$0	\$0	0.0%
Total Program Expenditures (All Funds)	\$5,613,831	\$6,069,406	\$6,615,090	\$545,684	9.0%
Total Program FTEs	34.80	34.80	35.80	1.00	2.9%

General Services



FLEET MANAGEMENT

Program Description: This program provides fleet management, fleet maintenance and repair, fleet acquisition and disposition, fuel management, and motor pool management.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,621,578	\$1,800,808	\$0	(\$1,800,808)	-100.0%
Non-Personnel	\$903,466	\$949,864	\$0	(\$949,864)	-100.0%
Capital Goods Outlay	\$20,612	\$3,200	\$0	(\$3,200)	-100.0%
Total Program Expenditures (All Funds)	\$2,545,656	\$2,753,872	\$0	(\$2,753,872)	-100.0%
Total Program FTEs	18.00	18.00	0.00	-18.00	-100.0%

PRINTING & MAIL SERVICES

Program Description: This program provides print services and mail delivery services.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$316,901	\$327,898	\$329,321	\$1,423	0.4%
Non-Personnel	(\$22,222)	(\$5,002)	(\$5,198)	(\$196)	3.9%
Total Program Expenditures (All Funds)	\$294,679	\$322,896	\$324,123	\$1,227	0.4%
Total Program FTEs	4.00	4.63	4.63	0.00	0.0%

Human Resources



The mission of the Human Resources Department is to be a fair, objective, and strategic partner with the stakeholders of the City of Alexandria, striving for excellence in the work that we do. Human Resources supports the City in all efforts to recruit, retain, develop, and motivate its greatest asset – employees.

Department Contact Info

703.746.3777

<https://alexandriava.gov/HR>

Department Head

Shawnda H. Howard



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$2,828,274	\$3,302,191	\$3,167,107	(\$135,084)	-4.1%
Non-Personnel	\$1,209,238	\$1,231,860	\$1,095,079	(\$136,781)	-11.1%
Total	\$4,037,511	\$4,534,051	\$4,262,186	(\$271,865)	-6.0%
Expenditures by Fund					
General Fund	\$4,037,511	\$4,534,051	\$4,262,186	(\$271,865)	-6.0%
Total	\$4,037,511	\$4,534,051	\$4,262,186	(\$271,865)	-6.0%
Total Department FTEs	26.00	26.00	25.00	-1.00	-3.8%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for Human Resources decreased by \$271,865 or 6.0% from FY 2020.
- Personnel costs decreased by \$135,084 or 4.1% primarily due to the transfer of a full-time Organizational Development Specialist position to the City of Alexandria's newly created Office of Organizational Excellence (OOE) as well as due to employee turnover. This decrease was partially offset by annual merit increases and position reclassifications.
- Non-personnel decreased by \$136,781 or 11.1% due to the transfer of the employee engagement survey funds (\$42,500) to OOE as well as due to efficiency reductions in external benefits consulting services, professional health services, and photocopying, printing, postal and messenger services. Offsetting this decrease are negotiated contract increases for the ERP, Application Tracking System, and employee benefit selection solution; cost distributions for VOIP, 911, CRM 311; and employee training-related food supplies.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	26.00	\$4,534,051
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	(6,085)
Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) Organizational Development Specialist — Effective December 2019, the City Manager created the new Office of Organizational Excellence (OOE) by bringing together existing City resources and personnel from different parts of the organization. Using a High Performance Organization (HPO) model as the structural framework, the Office will facilitate a set of processes aimed at organizational improvement of the City and achieving the positive outcomes for the Community. A full-time Organizational Development position from the Human Resources Department was transferred to OOE as an initial staffing resource.	(1.00)	(\$109,929)
Strategy & Operations As part of the effort to combine existing resources to create Office of Organizational Excellence, the funds budgeted for the annual employee engagement survey were transferred to OOE.	0.00	(\$42,500)
Employee Benefits, Compensation and HR Information Systems (HRIS) As an efficiency reduction, the budget for external benefits consulting services, which include developing health care cost management strategies and market-competitive plans through benefits brokering, actuarial work, and plan design, decreased. Some of these needs have been effectively addressed internally by the HR Employee Benefits team.	0.00	(\$50,000)
Employee Benefits, Compensation and HR Information Systems (HRIS) The budget for professional health services for pre-employment drug screening, fitness-for-duty and functional capacity examinations, and post-offer medical testing was reduced. This reduction is an efficiency saving based on the actual budget utilization over past fiscal years.	0.00	(\$45,000)
Employee Benefits, Compensation and HR Information Systems (HRIS) This is an efficiency reduction for photocopying, printing, postal and messenger services in the Employee Benefits Program. With employee outreach such as pamphlets, notices, benefits guides being made available online and through other electronic media, the spending for printing, photocopying, and postal services has declined.	0.00	(18,351)
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	25.00	\$4,262,186



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of eLearning courses completed by employees</i>	466	1,802	825	1,000	N/A
<i>Number of non-supervisory employees who attended training programs (in-person)</i>	593	521	667	750	2,000
<i>Number of supervisory employees who attended training programs (in-person)</i>	160	197	480	600	250
<i>Number of training and development classes delivered</i>	108	58	73	75	88
<i>Number of trainings (in-person and e-learning) attended by employees</i>	1,219	2,520	1,972	2,500	N/A

Human Resources



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Benefits	Provides leadership and guidance on City government employee benefit policies and administers benefit programs to attract, motivate, engage, and retain talent.	1.35 M	2
Compensation and Human Resources Information Systems (HRIS)	Designs and administers compensation programs to attract, motivate and retain talent; and manages human resource transactions and data.	0.77 M	2
Employee Relations	Provides guidance, counsel and information to City government agencies on employment laws, regulations and policies to enhance the employee experience.	0.32 M	2
Learning and Organization Development	Provides internal consulting services and programs to enhance and improve City government departmental and individual performance.	0.82 M	2
Strategy and Operations	Develops the human resources strategic direction of the City government, and drives performance and operational excellence.	0.85 M	2
Talent Acquisition	Attracts and recruits the best talent from diverse pools to achieve City government strategic goals.	0.43 M	2
Legal Counsel	Consults with outside general counsel for employment law matters and investigations.	0.00 M	3



PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Strategy and Operations	\$1,060,377	\$1,018,226	\$804,242	(\$213,984)	-21.0%
Employee Relations, Talent Acquisition, Learning and Organizational Development	\$1,367,274	\$1,375,923	\$1,470,977	\$95,054	6.9%
Employee Benefits, Compensation and HR Information Systems (HRIS)	\$1,609,861	\$2,139,902	\$1,986,967	(\$152,935)	-7.1%
Total Expenditures (All Funds)	\$4,037,511	\$4,534,051	\$4,262,186	(\$271,865)	-6.0%

- Strategy and Operations decreased by \$213,984 or 21.0% as a result of transferring the employee engagement survey funds to the Office of Organizational Excellence. Additionally, an Assistant HR Director position was transferred to the Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) program area. Partially offsetting this decrease is a contract increase for the HR hiring software.
- Employee Relations & Talent Acquisitions and Learning and Organization Development (LOD) increased by \$95,054 or 6.9%, due to the transfer of an Assistant HR Director position from Strategy and Operations. Also included in this increase are annual merit increases, a position reclassification, contract increases for HR module of the City's ERP system and the application tracking system, and an increase in employee training-related food supplies budget. These increases were partially offset by the transfer of an organizational development position to the newly created Office of Organizational Development.
- Employee Benefits, Compensation and HR Information Systems (HRIS) decreased by \$152,935 or 7.1% due partly to turnover savings as well as efficiency reductions in external benefits consulting services, professional health services, and photocopying, printing, and postal services budgets. Partially offsetting these reductions are the annual merit increases and position reclassifications/regrades.



PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	Change 2020 - 2021	% Change 2020 - 2021
Strategy and Operations	6.00	5.00	4.00	(1.00)	-20.0%
Employee Relations, Talent Acquisition, Learning and Organizational Development	7.50	8.50	8.50	0.00	0.0%
Employee Benefits, Compensation and HR Information Systems (HRIS)	12.50	12.50	12.50	0.00	0.0%
Total FTEs	26.00	26.00	25.00	-1.00	-3.8%

- Full-time equivalents decreased by 1.00 FTE as one position was moved from Strategy and Operations into the Employee Relations, Talent Acquisition and Learning and Organization Development (LOD) program and one position was transferred from the Employee Relations, Talent Acquisition and Learning and Organization Development (LOD) program to the Office of Organizational Excellence.



STRATEGY & OPERATIONS

Program Description: This program provides leadership and enterprise resource planning.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$681,953	\$729,992	\$547,338	(\$182,654)	-25.0%
Non-Personnel	\$378,424	\$288,234	\$256,904	(\$31,330)	-10.9%
Total Program Expenditures (All Funds)	\$1,060,377	\$1,018,226	\$804,242	(\$213,984)	-21.0%
Total Program FTEs	6.00	5.00	4.00	-1.00	-20.0%

EMPLOYEE RELATIONS, TALENT ACQUISITION & LOD

Program Description: This program provides employee relations, professional development, recruitment, and training.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$833,487	\$957,435	\$1,049,113	\$91,678	9.6%
Non-Personnel	\$533,787	\$418,488	\$421,864	\$3,376	0.8%
Total Program Expenditures (All Funds)	\$1,367,274	\$1,375,923	\$1,470,977	\$95,054	6.9%
Total Program FTEs	7.50	8.50	8.50	0.00	0.0%



EMPLOYEE BENEFITS, COMPENSATION & HRIS

Program Description: This programs supports the City's pay and benefits programs.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,312,834	\$1,614,764	\$1,570,656	(\$44,108)	-2.7%
Non-Personnel	\$297,027	\$525,138	\$416,311	(\$108,827)	-20.7%
Total Program Expenditures (All Funds)	\$1,609,861	\$2,139,902	\$1,986,967	(\$152,935)	-7.1%
Total Program FTEs	12.50	12.50	12.50	0.00	0.0%

Information Technology Services



The City's Information Technology Services (ITS) department is responsible for the centralized operation of the City's information technology services, support, and IT infrastructure. The ITS department is organized to provide a flexible, efficient and effective structure to manage information technology operations and investments to support the City's strategic goals, business processes and enterprise-wide information needs.

Department Contact Info

703.746.3001

<http://alexandriava.gov/technology/>

Department Head

Vanetta Pledger

Information Technology Services



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$7,163,704	\$8,172,162	\$8,747,467	\$575,305	7.0%
Non-Personnel	\$4,429,469	\$4,060,950	\$4,708,068	\$647,118	15.9%
Total	\$11,593,172	\$12,233,112	\$13,455,535	\$1,222,423	10.0%
Expenditures by Fund					
General Fund	\$11,211,635	\$11,741,701	\$12,958,287	\$1,216,586	10.4%
Other Special Revenue	\$381,538	\$491,411	\$497,248	\$5,837	1.2%
Total	\$11,593,172	\$12,233,112	\$13,455,535	\$1,222,423	10.0%
Total Department FTEs	63.00	72.00	74.00	2.00	2.8%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for Information Technology Services (ITS) increases by \$1,222,423 or 10.0% from FY 2020 levels.
- Personnel increases by \$575,305 or 7.0% due to annual merit and health insurance rate increases, the addition of two new positions for FY 2020, and the FY 2021 cost of 7.0 conversions of contract temporary positions to permanent, benefited City employee positions in FY 2020, offset by turnover savings and a decrease in retirement contribution rates.
- A Computer Programmer Analyst IV position (1.0 FTE) has been added to implement initiatives and solutions that will support the City's security and risk management program and its ability to respond to emerging threats.
- Non-personnel increases by \$647,118 or 15.9% due to increases in software licenses and maintenance renewal costs, an increase in telecommunications costs, an increase for Customer Relationship Management (CRM) software for the Alex311 initiative, and the addition of cloud-based hosting for the City's new Drupal website.
- Special Revenue increases by \$5,837 or 1.2% due to current services adjustments.

Information Technology Services



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	72.00	\$12,233,112
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials. 1.0 FTE was added from the Department of Emergency Communications based on scope of work with no fiscal impact as the position was already tied to an ITS CIP account. Other non-personnel expenditures increased by 51.1% or \$777,805 over FY 2020 approved budget of \$1,523,527 due to FY 2021 cost increases for Citywide software programs such as the annual Microsoft Enterprise License fee, DUO Security, Aruba ClearPass, and Microsoft Premier.	1.00	\$1,059,464
Applications City Website Performance & Security—Funding has been added to support cloud-based hosting for the City's new website content management system. Hosting the City's website in the cloud will offer additional technical expertise to support Linux, 24/7 monitoring of the website, and disaster recovery services. This content management system will improve performance, reliability, as well as reduce the risk of disrupted website services.	0.00	\$25,000
Security Computer Programmer Analyst IV—Adds 1.00 FTE to provide the technical support that will support the City's cyber security and risk management program and its ability to adequately respond to emerging threats. The addition of a Security Engineer will help ITS improve the services the City provides to its residents by supporting a secure and reliable platform to conduct City business.	1.00	\$137,959
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	74.00	\$13,455,535

Information Technology Services



PERFORMANCE INDICATORS

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of hours that the City telephone network is down</i>	8	20	12	20	5
<i>Percent of customers reporting satisfaction with email and other online communication tools</i>	95.0%	90.0%	95.0%	90.0%	95.0%
<i>Percent of surveyed City employees who say they have sufficient project management resources to properly implement a technical IT project</i>	84.0%	84.0%	76.0%	84.0%	92.0%
<i>Percent of time City IT assets and data are reliable and secure</i>	99.5%	99.0%	99.5%	99.5%	99.0%
<i>Percent of time the City's network or servers are unavailable (nearest whole number)</i>	1.0%	1.0%	2.0%	1.0%	1.0%

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
CAD System Infrastructure Support	Assist DEC in supporting the Computer Aided Dispatch (CAD) system environment.	0.19 M	1
City Website Management	Management of City public website technology Management of City intranet website technology.	0.28 M	1
Data Center Operations	Monitor and maintain two City data centers.	0.19 M	1
Data Storage Implementation, Operation, and Administration	Install, operate and maintain the data storage system that houses the City's data.	0.02 M	1
Enterprise Infrastructure	Software licenses utilized by the majority of City staff-Microsoft Enterprise Agreement - Office 365, Server software, Database software. Maintenance agreements on IT devices utilized by the majority of City staff, maintenance for storage arrays, switches, internet circuits, desktop maintenance.	0.10 M	1
Firewall Implementation, Operation, and Administration	Maintain the operation of incoming and outgoing network communications across the city.	0.07 M	1
Internet Access Administration	Maintain and manage the Internet routers so that staff and guests have access to the Internet	0.05 M	1
Research and Development Services	Evaluate industry trends that could be used to increase or improve current operations.	0.16 M	1
Server Implementation, Operation, and Administration	Install and maintain Windows Operating System environment on over 430 Servers across the enterprise	0.10 M	1

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Switching and Routing Implementation, Operation, and Administration	Install and maintain networking equipment to support connectivity between City locations.	0.38 M	1
Telecommunications Services	Install, maintain, backup, configure, and operate the City's enterprise telecommunications program.	0.56 M	1
Application Integration	Integration GIS data and capabilities with 7 major enterprise applications.	0.33 M	2
Business Continuity and Data Retention	Maintain City's data backup services.	0.12 M	2
Cloud Architect Services	Provision and configuration for technology services in the Cloud.	0.02 M	2
Communications	Support for a wide-range of departmental communications	0.02 M	2
Demographic Data Development	Development and distribution of demographic data.	0.03 M	2
Department-specific Application Support	Provisioning and management for department-specific applications.	0.09 M	2
Document Management System Technical Support Services	This service performs ongoing system administration and provides general support for two commercial-off-the-shelf (COTS) document management software packages which control the storage and retrieval of electronic documents and hardcopy archived records.	0.08 M	2
End-Users Support Services	Provides technical support services for hardware, Microsoft productivity software, and line-of-business applications.	0.37 M	2
Enterprise Desktop Management	Provides solutions for the management and deployment of City computing devices.	0.19 M	2

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Financial Support and Management	Management of department finances, budgeting, procurement, and capital program allocations.	0.10 M	2
GIS Data & Program Management	Development and management of 15 GIS web-based viewers. Management of 20 GIS databases and 150 GIS data services. Management of spatial data collection tools and services Management of 300+ Geographic Information System (GIS) feature data layers and associated processes Desktop GIS application and licensing support for 100+ users. Pictometry aerial imagery capture for parcel review. Portal for the public to search and download 44 layers of GIS data.	1.21 M	2
Information Security	Manage Antivirus and Malware Manage Intrusion Detections Resources Manage and Perform Vulnerability and Penetration Testing Respond to Active Security Incidents Technical Consulting to City Departments Training Cyber Security Awareness Training Technology System Architecture Review Review of Emerging Threats Perform and Review Systems Patching Enterprise Policies and Procedures Management Software Maintenance Utilized by the Enterprise Maintenance on IT Devices Utilized by the Enterprise	0.77 M	2
IT Project Management Services	This service assists departments with technology projects, focusing on planning and organizing a project and its resources by executing project management practices throughout the project (or product) life cycle on behalf of the department.	0.42 M	2
IT Strategy and Governance	IT governance and strategy, organizational design, financial management, innovation, service management, partner with external and internal stakeholders.	0.43 M	2
Leadership and Staff Management	People Management: Attract, select, engage, lead, manage, coach, train, and develop staff.	0.27 M	2

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Microsoft Office 365 Administration	Programming services to support email communications.	0.13 M	2
Mobile Workforce Services	Provides strategy, design, implementation, and review of the City's security, infrastructure, applications, and endpoints to support the City's next generation mobile technology.	0.07 M	2
NCRNet Connectivity	Provide capability to connect to the NCRNet for regional government use.	0.05 M	2
Remote Access Implementation, Operation, and Administration	Maintain and administer the remote access environment.	0.09 M	2
Asset Maintenance Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) asset maintenance management software package.	0.14 M	3
Billing and Accounts Receivable System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) billing and accounts receivable software package.	0.02 M	3
Budget System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf budgeting package and ancillary custom developed applications utilized for budget submission and tracking.	0.07 M	3
Business Intelligence Platform Support	Support for development of the Citywide business intelligence platform.	0.07 M	3
Business Tax and License System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) business tax and license software package.	0.02 M	3

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
CRM / Call Center System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom-developed citizen resource management (CRM) software application and our web based citizen engagement / civic issue tracking software, Call.Click.Connect.	0.17 M	3
Database Hosting Services	This service maintains databases hosted on City servers for City agencies that acquire commercial-off-the-shelf (COTS) packages that are maintained exclusively by the vendor as part of the acquisition. In these cases, ITS performs a small subset of the normal database maintenance.	0.05 M	3
Digital Business Process Services	Assist with the development, realignment, and structure of end-to-end digital business processes.	0.01 M	3
Facilities Management	Management of department finances, budgeting, procurement, and capital program allocations.	0.03 M	3
Financial Processing	Assist with running daily and nightly production jobs for the support of Financial System applications, primarily Personal Property.	0.10 M	3
General Ledger, Accounts Payable, and Fixed Asset System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf ERP package utilized for financial accounting functionality.	0.10 M	3
HR Support and Timekeeping Management	Support for all HR functions including timekeeping, leave administration, staff development assistance and support for the recruitment process within the department	0.02 M	3
Human Resources System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) Enterprise Resource Planning (ERP) package utilized for human resources management functionality.	0.07 M	3

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Payroll System Technical Support Services	This service performs ongoing system administration and provides general support for two commercial-off-the-shelf (COTS) packages utilized for payroll and time and attendance functionality.	0.06 M	3
Permitting System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) permitting software package.	0.24 M	3
Personal Property Tax System Technical Support Services	This service performs ongoing system administration, software development, and provides general support for the custom developed vehicle personal property tax software application.	0.01 M	3
Purchasing System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf Purchasing package utilized for procurement.	0.04 M	3
Real Estate Assessment System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf (COTS) real estate mass assessment software package.	0.19 M	3
Recreation Center Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the commercial-off-the-shelf recreation center management software package.	0.08 M	3
Service Desk System Management	Provides for support and maintenance of the City's incident and request management system. This system allows for the appropriate routing and resolution of IT tickets.	0.16 M	3
Software Acquisition Services	This service assists departments in the selection of appropriate commercial-off-the-shelf software packages.	0.05 M	3

Information Technology Services



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY19 Cost (\$ in M)	PBB Quartile Score
Wireless Infrastructure Implementation, Operation, and Administration	Provide wireless services to City employees and guests	0.15 M	3
Asset Management	Supports life cycle management and strategic decision making for the City's desktop computing environment.	0.08 M	4
Custom IT Application Development Services	This service creates custom developed applications for departments with unique or specialized requirements.	0.23 M	4
Database Maintenance Services	This service performs database maintenance tasks for departmental application databases. Nearly every City software package has a backend database that must be periodically serviced to ensure maximum availability and adequate capacity.	0.12 M	4
Point of Sale / Collections Mgmt. System Technical Support Services	This service performs ongoing system administration and provides general support for the software packages utilized by the Office of Historic Alexandria; a commercial-off-the-shelf point of sale system, commercial-off-the-shelf museum collections software and ancillary custom developed applications utilized for collections management.	0.02 M	4
Printer Maintenance	Provides for the maintenance of the City's network printer inventory.	0.06 M	4
SharePoint Online Services	SharePoint Online is a hosted service that allows staff to access documents, sites and work collaboratively with colleagues.	0.09 M	4
Software Installation and Configuration Services	This service performs installation and configuration of commercial-off-the-shelf (COTS) software packages.	0.10 M	4
Virtual Server Environment Installation and Administration	Maintain the virtual server environment for the enterprise.	0.18 M	4

Information Technology Services



PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Leadership & Management	\$1,230,835	\$1,416,716	\$1,681,921	\$265,205	18.7%
Applications	\$1,912,148	\$2,235,512	\$2,406,051	\$170,539	7.6%
Communications Support	\$876,434	\$879,930	\$894,542	\$14,612	1.7%
Customer Service	\$1,279,992	\$1,285,286	\$1,592,705	\$307,419	23.9%
Enterprise Business Systems Support	\$1,891,106	\$2,255,454	\$2,191,081	(\$64,373)	-2.9%
IT Project Management	\$482,101	\$565,287	\$725,714	\$160,427	28.4%
Network Operations	\$3,497,368	\$2,950,862	\$3,003,456	\$52,594	1.8%
Security	\$423,188	\$644,065	\$960,065	\$316,000	49.1%
Total Expenditures (All Funds)	\$11,593,172	\$12,233,112	\$13,455,535	\$1,222,423	10.0%

- Leadership and Management increases by \$265,205 or 18.7% due to annual merit, health insurance rate increases and increased membership, CRM, and Microsoft Enterprise License fee costs.
- Applications increases by \$170,539 or 7.6% due to annual merit and health insurance rate increases, software licensing fees, and office rental costs.
- Communications Support increases by \$14,612 or 1.7% due to annual merit and health insurance rate increases.
- Customer Service increases by \$307,419 or 23.9% due to annual merit increases and health insurance rate increases, a 2.0 FTE increase due to internal division transfers, and increased maintenance and OpEx costs.
- Enterprise Business System Support decreases by \$64,373 due to turnover savings.
- IT Project Management increases by \$160,427 or 28.4% due to annual merit increases, health insurance rate increases, and the partial time reallocation of 2.0 FTEs to Project Management from Leadership & Management based on scope of work performed.
- Network Operations increases by \$52,594 or 1.8% due to an increase in WAN support, server maintenance, and internet circuit costs offset by turnover savings and a 1.0 FTE decrease due to an internal division transfer.
- Security increased by \$316,000 or 49.1% due to the addition of a Computer Programmer Analyst IV (1.0 FTE) and increased software licenses costs.

Information Technology Services



PROGRAM LEVEL SUMMARY

Program	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	Change 2020 - 2021	% Change 2020 - 2021
Leadership & Management	6.00	7.00	7.00	0.00	0.0%
Applications	11.00	13.00	13.00	0.00	0.0%
Communications Support	4.00	3.00	4.00	1.00	33.3%
Customer Service	9.00	11.00	13.00	2.00	18.2%
Enterprise Business Systems Support	15.00	16.00	16.00	0.00	0.0%
IT Project Management	4.00	7.00	6.00	(1.00)	-14.3%
Network Operations	12.00	12.00	11.00	(1.00)	-8.3%
Security	2.00	3.00	4.00	1.00	33.3%
Total FTEs	63.00	72.00	74.00	2.00	2.8%

- Leadership & Management remains flat for FY 2021.
- Applications remains unchanged for FY 2021.
- Communications Support increases by 1.0 FTE or 33.3% due to a FTE allocation adjustment of a position that was previously allocated in another program area to better align the resource with the program services provided.
- Customer Service increases by 2.0 FTE or 18.2% due to a FTE transfer from other ITS internal divisions based on scope of work performed and better alignment to focus on customer needs.
- Enterprise Business Systems Support remains flat for FY 2021.
- IT Project Management decreases by 1.0 FTE or 14.3% due to partial time reallocation based on scope of work performed.
- Network Operations decreased by 1.0 FTE or 8.3% due to an internal division adjustment to better align the resource with the program services provided.
- Security increases by 1.0 FTE or 33.3% due to the addition of a Computer Programmer Analyst IV position (1.0 FTE). This Cybersecurity Engineer will support the City's cybersecurity and risk management program and the its ability to adequately respond to emerging threats.

Information Technology Services



LEADERSHIP & MANAGEMENT

Program Description: This program provides technology investment management, sound leadership, and overall IT service delivery.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$762,335	\$905,883	\$1,007,854	\$101,971	11.3%
Non-Personnel	\$468,500	\$510,833	\$674,067	\$163,234	32.0%
Total Program Expenditures (All Funds)	\$1,230,835	\$1,416,716	\$1,681,921	\$265,205	18.7%
Total Program FTEs	6.00	7.00	7.00	0.00	0.0%

APPLICATIONS

Program Description: This program supports the geographic information system (GIS), web technologies, and data analytics for the enterprise.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,501,806	\$1,499,606	\$1,624,348	\$124,742	8.3%
Non-Personnel	\$410,342	\$735,906	\$781,703	\$45,797	6.2%
Total Program Expenditures (All Funds)	\$1,912,148	\$2,235,512	\$2,406,051	\$170,539	7.6%
Total Program FTEs	11.00	13.00	13.00	0.00	0.0%

Information Technology Services



COMMUNICATION SUPPORT

Program Description: This program provides telecommunication services.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$592,962	\$590,244	\$598,786	\$8,542	1.4%
Non-Personnel	\$283,472	\$289,686	\$295,756	\$6,070	2.1%
Total Program Expenditures (All Funds)	\$876,434	\$879,930	\$894,542	\$14,612	1.7%
Total Program FTEs	4.00	3.00	4.00	1.00	33.3%

CUSTOMER SERVICE

Program Description: This program provides the efficient delivery of agreed services and solutions to maintain business operations and customer satisfaction.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$967,367	\$926,986	\$1,180,228	\$253,242	27.3%
Non-Personnel	\$312,625	\$358,300	\$412,477	\$54,177	15.1%
Total Program Expenditures (All Funds)	\$1,279,992	\$1,285,286	\$1,592,705	\$307,419	23.9%
Total Program FTEs	9.00	11.00	13.00	2.00	18.2%

Information Technology Services



ENTERPRISE BUSINESS SYSTEMS SUPPORT

Program Description: This program provides enterprise software lifecycle management to include databases and custom application development.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,358,469	\$1,823,318	\$1,774,550	(\$48,768)	-2.7%
Non-Personnel	\$532,637	\$432,136	\$416,531	(\$15,605)	-3.6%
Total Program Expenditures (All Funds)	\$1,891,106	\$2,255,454	\$2,191,081	(\$64,373)	-2.9%
Total Program FTEs	15.00	16.00	16.00	0.00	0.0%

IT PROJECT MANAGEMENT

Program Description: This program provides technology project and portfolio management, business analysis, and project governance services.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$319,761	\$420,997	\$580,647	\$159,650	37.9%
Non-Personnel	\$162,340	\$144,290	\$145,067	\$777	0.5%
Total Program Expenditures (All Funds)	\$482,101	\$565,287	\$725,714	\$160,427	28.4%
Total Program FTEs	4.00	7.00	6.00	-1.00	-14.3%

Information Technology Services



NETWORK OPERATIONS

Program Description: This program services offerings includes institutional network, collaboration technologies, and enterprise infrastructure management support.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$1,395,798	\$1,630,253	\$1,446,051	(\$184,202)	-11.3%
Non-Personnel	\$2,101,570	\$1,320,609	\$1,557,405	\$236,796	17.9%
Total Program Expenditures (All Funds)	\$3,497,368	\$2,950,862	\$3,003,456	\$52,594	1.8%
Total Program FTEs	12.00	12.00	11.00	-1.00	-8.3%

SECURITY

Program Description: This program develops and implements security policies, standards, guidelines, and procedures to keep data protected across the enterprise.

Expenditures by Character	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Personnel	\$265,206	\$374,875	\$535,003	\$160,128	42.7%
Non-Personnel	\$157,982	\$269,190	\$425,062	\$155,872	57.9%
Total Program Expenditures (All Funds)	\$423,188	\$644,065	\$960,065	\$316,000	49.1%
Total Program FTEs	2.00	3.00	4.00	1.00	33.3%

Office of Internal Audit



The nature and purpose of the Office of Internal Audit is to perform independent appraisals of City programs and activities directed toward improving program efficiency; compliance with applicable rules and regulations; and the prevention of fraud, waste and abuse. Office of Internal Audit staff observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits. Finally, the Office of Internal Audit administers the City's Ethics and Fraud Hotline.

Department Contact Info

703.746.4742

www.alexandriava.gov/internalaudit

Department Contact

Robert Snyder

Office of Internal Audit



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$131,614	\$399,977	\$406,728	\$6,751	1.7%
Non-Personnel	\$90,870	\$42,025	\$41,549	(\$476)	-1.1%
Total	\$222,484	\$442,002	\$448,277	\$6,275	1.4%
Expenditures by Fund					
General Fund	\$222,484	\$442,002	\$448,277	\$6,275	1.4%
Total	\$222,484	\$442,002	\$448,277	\$6,275	1.4%
Total Department FTEs	3.00	3.00	3.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The Office of Internal Audit's overall budget increases by \$6,275 or 1.4% compared to FY 2020 levels.
- Personnel costs increase by \$6,751 or 1.7% due to annual merit and health insurance rate increases.
- Non-personnel costs decrease by \$476 or 1.1% due to reduced cost assumptions.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	3.00	\$442,002
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$6,275
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	3.00	\$448,277

PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Percent of Audit Corrective Actions Implemented Within 45 Days</i>	95.2%	95.7%	93.8%	90.0%	90.0%
<i># of Audits Completed</i>	52	41	18	40	N/A
<i># of Audit Recommendations Proposed</i>	98	66	30	50	N/A

Office of Internal Audit



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Audits	Observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits.	0.35 M	1
Government Ethics, Fraud, and Waste Resolution	Administers the City's Ethics and Fraud Hotline. The purpose of the hotline is to provide a confidential method for employees, residents, and contractors to relay information concerning fraud, waste, abuse, or ethical misconduct to the City.	0.09 M	2

Office of Management and Budget



The Office of Management & Budget (OMB) prepares the annual operating budget, the capital improvement program, and performs on-going fiscal and management analyses of City programs while conducting research and analysis in such areas as improving operational efficiency and cost effectiveness, performance measures, and organizational structure and processes.

Department Contact Info

703.746.3737

<http://www.alexandriava.gov/Budget>

Department Head

Morgan Routt



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$1,128,138	\$1,231,239	\$1,287,546	\$56,307	4.6%
Non-Personnel	\$69,846	\$57,490	\$85,678	\$28,188	49.0%
Total	\$1,197,984	\$1,288,729	\$1,373,224	\$84,495	6.6%
Expenditures by Fund					
General Fund	\$1,197,984	\$1,288,729	\$1,373,224	\$84,495	6.6%
Total	\$1,197,984	\$1,288,729	\$1,373,224	\$84,495	6.6%
Total Department FTEs	10.00	11.00	11.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the Office of Management and Budget increases by \$84,495 or 6.6% compared to FY 2020 levels.
- Personnel costs increase by \$56,307 or 4.6% due to annual merit, career ladder, and health insurance rate increases.
- Non-personnel costs increase by \$28,188 or 49.0% due to Priority Based Budgeting software maintenance fees and education and training costs.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	11.0	\$1,288,729
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$123,295
Budget and Management Services CIP Coordinator Position—Capitalizing an additional 25% of the CIP coordinator position would reduce General Fund costs and better align the duties with the type of work performed without impact in service or quality.	0.00	(\$38,800)
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	11.0	\$1,373,224



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Actual General Fund expenditures as a percent of appropriated General Fund expenditures</i>	97.4%	97.1%	97.8%	98.0%	98.0%
<i>Actual General Fund expenditures as percent of approved General Fund expenditures</i>	98.6%	98.7%	99.3%	99.0%	100.0%
<i>Actual General Fund revenue as percent of approved General Fund revenue</i>	101.5%	100.5%	101.1%	100.0%	100.0%
<i>Percent of budget book outstanding ratings from the Government Finance Officers Association</i>	18.5%	24.7%	28.4%	20.0%	37.0%
<i>Unassigned General Fund fund balance as percent of approved General Fund revenue</i>	9.1%	10.5%	10.9%	9.0%	5.5%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Budget Development and Evaluation	budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, statement of policy and service impacts on new and/or reduced services, preparing and maintaining the 5-year financial planning model, and preparing materials for City Council budget work sessions, employee engagement forums, Alexandria's Budget & Fiscal Affairs Advisory Committee (BFAAC), and public hearings.	0.71 M	1
Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing budget transfers and preparing year-end projections.	0.27 M	2
CIP Budget Development and Evaluation	Lead the process to develop, review and submit a 10 year capital budget to City Council for the purpose of developing a responsible and responsive annual funding and service plan for the City government. This includes a review of department budget submissions, prepare and maintain multiple iterations of the debt model, and preparing materials for City Council budget work sessions, employee engagement forums, BFAAC, and public hearings.	0.11 M	2
CIP Budget Implementation & Monitoring	Provide guidance and routine reviews of department budgets to ensure spending aligns with the available resources and anticipated department deliverables in a given year for the purpose of spending City dollars consistently with approved plans, goals and funding levels. This includes, but is not limited to, reviewing CIP invoices, managing the monthly capital allocation process, preparing CIP quarterly status reports, and preparing year-end projections.	0.05 M	2
Research and Analysis	Perform special research and analysis projects as requested from various sources including the City Council, City Manager, BFAAC and Budget Director for the purpose of addressing emerging budget issues and improving City efficiency and effectiveness.	0.15 M	4

Non-Departmental



The Non-Departmental budget encompasses expenditures and initiatives that are not specifically related to any department or have Citywide impacts. These expenditures include:

- Debt Service
- Cash Capital
- City Memberships
- Insurance
- Employee Compensation Related Items
- Other Operating Expenditures
- Response to Emergencies
- Contingent Reserves
 - Family Unit Due Process Program
 - Inova Alexandria Hospital Appropriation
 - Night/Weekend Zoning Inspector
 - Voter Registrar Redistricting Notice
 - Program Contingency for Potential City Council Add/Deletes
 - NVJDC Subsidy Increase
 - Northern Virginia Economic Development Alliance



Non-Departmental

REVENUE & EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures by Type					
Capital Improvement Program Related Expenses					
<i>General Obligation Debt Service: WMATA</i>	\$1,077,673	\$1,051,398	\$1,022,330	(\$29,068)	-2.8%
<i>General Obligation Debt Service: General City (excl. ACPS)</i>	\$37,218,577	\$34,223,227	\$33,710,302	(\$512,925)	-1.5%
<i>Northern Virginia Transportation District Debt Service</i>	\$256,070	\$256,070	\$256,070	\$0	0.0%
<i>Transfer to Capital Projects (CIP Cash Capital)</i>	\$36,966,696	\$40,031,577	\$47,999,631	\$7,968,054	19.9%
City Memberships	\$361,643	\$396,549	\$402,686	\$6,137	1.5%
Insurance	\$6,079,035	\$6,070,344	\$6,568,699	\$498,355	8.2%
Employee Compensation	\$1,700,000	\$1,700,000	\$5,438,145	\$3,738,145	219.9%
Other Operating Expenditures	\$1,876,306	\$268,260	-\$243,419	(\$511,679)	-190.7%
Contingent Reserves	\$0	\$1,061,770	\$1,584,278	\$522,508	49.2%
Response to Snow & Ice Emergencies	\$1,490,377	\$850,000	\$860,100	\$10,100	1.2%
Fund Grants & Donations	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Total	\$87,026,378	\$86,909,195	\$98,598,822	\$11,689,627	13.5%
Expenditures by Fund					
General Fund	\$85,671,811	\$85,909,195	\$97,598,822	\$11,689,627	13.6%
Non-Fiscal Year Grants	\$823,127	\$0	\$0	\$0	N/A
Fiscal Year Grants	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Donations	\$0	\$0	\$0	\$0	N/A
Other Special Revenue	\$531,440	\$0	\$0	\$0	N/A
DASH	\$0	\$0	\$0	\$0	N/A
Total	\$87,026,378	\$86,909,195	\$98,598,822	\$11,689,627	13.5%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 Non-Departmental budget is increasing \$11,689,627 or 13.5% as compared to the FY 2020 budget.
- The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$28,578,698 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2020, ACPS' share of debt service was \$28,112,251.
- Cash Capital expenditures (which includes both City and ACPS Cash Capital) are increasing by \$7,968,054 or 19.9% as compared to the FY 2020 budget in order to fund the FY 2021 CIP and to help structurally prepare for the projected large debt service increase in FY 2022 and beyond.
- The employee compensation portion on Non-Departmental includes a number Citywide employee compensation initiatives proposed by the City Manager, including a 1.5% increase to all City pay scales (\$4.4 million total, \$3.5 million General Fund), changes to some health and life insurance rates, and continued investment in the Employee Wellness program (Work n' Well). This section also includes continued funding for the closed public safety pension plan, which is maintained at the FY 2020 funding level (\$1,700,000). These items are discussed in more detail later in this section.
- Contingent Reserves funding is increasing \$522,508 or 49.2% as compared to FY 2020. This reflects the net adjustments of removing one-time contingency funds, and the addition of proposed new contingency items for FY 2021. These items are discussed in more detail later in this section.



Non-Departmental

DEBT SERVICE

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed
General Obligation Debt Service: WMATA	\$1,077,673	\$1,051,398	\$1,022,330
General Obligation Debt Service: General City (excluding ACPS)	\$37,218,577	\$34,223,227	\$33,710,302
Northern Virginia Transportation District Debt Service	\$256,070	\$256,070	\$256,070
Total Expenditures (All Funds)	\$38,552,321	\$35,530,695	\$34,988,702

*The City's share of Alexandria City Public School (ACPS) debt service expense equaling \$28,578,698 has been budgeted separately in the ACPS budget section and is no longer shown in the Non-Departmental budget. In FY 2020, ACPS' share of debt service was \$28,112,251.

Debt Service

Total debt service (excluding ACPS) decreases in FY 2021, which is attributable to savings realized from the plans to not borrow in FY 2021 to match projected cash flows. Based on staff's analysis of the projected cash flow of existing on-going projects and the planned projects scheduled to begin in FY 2020 and FY 2021, and because of on hand available bond balances, the City plans to schedule the next bond issuance contemplated in FY 2022.

Note: There are additional debt service costs to the City for specific programs in the FY 2021 budget (totaling approximately \$2.3 million), which are budgeted in the Fire Department (\$1.7 million) and the Department of Transportation & Environmental Services (\$0.6 million).

CIP CASH CAPITAL

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed
Transfer to Capital Projects (CIP Cash Capital)	\$36,966,696	\$40,031,577	\$47,999,631
Total Expenditures (All Funds)	\$36,966,696	\$40,031,577	\$47,999,631

Transfer to Capital Projects (CIP Cash Capital)

The FY 2021 budget includes \$47,999,631 in General Fund cash capital to be transferred to the CIP to support City and ACPS capital projects.

The City Manager's Proposed Budget includes a 2-cent increase in the real estate property tax to support increased investment in the Schools' and City's capital programs. This tax rate increase will be converted to pay debt service on major School and City facility rebuilds and renovations, and other large infrastructure projects. It is projected that this 2 cent for School and City capital will need to be increased to 4 cent in FY 2023 and 6 cent in FY 2025.

The General Fund cash capital transfer of \$47,999,631 represents 6.0% of all General Fund expenditures in the FY 2021 budget.

Note: There are additional cash capital costs to the City for the Stormwater Utility fund, Sanitary Sewer fund, Potomac Yard Metro Station fund, Code Fund, Housing Fund, NVT 30%, and the Transportation Improvement Program (TIP) in the FY 2021 budget, totaling \$18.4 million.



Non-Departmental

CITY MEMBERSHIPS

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed
City Memberships	\$361,643	\$396,549	\$402,686
Total Expenditures (All Funds)	\$361,643	\$396,549	\$402,686

City Memberships

The budget for City Memberships increases by \$6,137 in FY 2021, reflecting a slight increase in membership costs for existing memberships.

- Metropolitan Washington Council of Governments, \$162,925
- Northern Virginia Regional Commission, \$131,630
- Virginia Municipal League, \$43,900
- National League of Cities, \$10,264
- Northern Virginia Transportation Commission, \$40,187
- U.S. Conference of Mayors, \$13,779

INSURANCE

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed
Insurance Charges	\$6,079,035	\$6,070,344	\$6,568,699
Total Expenditures (All Funds)	\$6,079,035	\$6,070,344	\$6,568,699

Insurance

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing by \$498,355 from FY 2020 levels. This increase is largely driven by an increase in the budgeted amount for Claims Against the City, to align the budget with the City's recent experienced actuals.



Non-Departmental

EMPLOYEE COMPENSATION RELATED ITEMS

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed
Old Public Safety Pension Plan	\$1,700,000	\$1,700,000	\$1,700,000
General Fund Impact of 1.5% Increase to all Pay Scales	\$0	\$0	\$3,511,123
Impact of Increase in VRS Contribution Rate	\$0	\$0	\$1,454,036
Life Insurance Premium Increase and Design Changes	\$0	\$0	\$147,949
Employee Wellnesss Initiative Increase (Work n Well)	\$0	\$0	\$400,000
Health Insurance Rate Changes	\$0	\$0	-\$1,179,992
UHC One Month Premium Holiday	\$0	\$0	-\$984,511
Changes to Employee Cost Sharing of Health Insurance	\$0	\$0	\$389,540
Total Expenditures (All Funds)	\$1,700,000	\$1,700,000	\$5,438,145

Employee Compensation Related Items

The employee compensation portion on Non-Departmental includes a number Citywide employee compensation initiatives proposed by the City Manager, including the following:

- An 1.5% adjustment to all pay scales (General Fund impact of \$3,511,123), which includes the cost of both salaries and benefits;
- Changes to Life insurance rates and plan design (\$147,949);
- Full year implementation funding (\$400,000) of the Employee Wellness Incentive Program;
- A one-month health insurance premium holiday for employees enrolled in United Healthcare plans. The City-paid portions of premiums will also experience a one-month premium holiday, which results in a \$984,511 savings. This premium holiday will be funded using claims reserve balances; and
- Funding (\$389,540) to increase the City's portion of health premium contributions, from 80% to 85%, for full-time employees, whose annual salary is at or below \$70,000. This affects both Kaiser and United Healthcare deductible HMO plans and reduces employee portion of the premiums by 25%.

Additionally, several Citywide benefit changes are budgeted in Non-D due to new information being received late in the budget process. This includes the following:

- Increase in Virginia Retirement System (VRS) contribution rate (\$1,454,036); and
- A reduction in the City's estimated increase in Health Insurance premiums (\$1,176,992). Initially, the City had forecasted an 8% increase in rates for Kaiser and United Healthcare. In January 2020, the City received Employee Health Insurance renewal rates from United Healthcare which maintained (i.e., a 0% rate increase) the current monthly premium per employee and rates from Kaiser that will result in just a 5% increase.

If these compensation items are approved by City Council, these compensation related costs will be distributed to department budgets. This section also includes funding for the closed public safety pension plan, which is maintained at the FY 2020 funding level (\$1,700,000).

Non-Departmental



OTHER OPERATING EXPENSES

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed
Summer Interns	\$0	\$75,000	\$75,000
Vacancy Savings	\$0	\$0	-\$507,356
Other Expenditures	\$1,876,306	\$193,260	\$188,937
Total Expenditures (All Funds)	\$1,876,306	\$268,260	-\$243,419

Other Operating Expenditures

Other Operating Expenditures includes level funding for summer interns and minor adjustments to certain components of miscellaneous operating expenses. Additionally, as part of the FY 2021 budget development, OMB reviewed prior year personnel spending and determined that the amount of salary and benefit savings assumed to be realized as a result of position vacancies could be increased responsibly from \$6,882,853 to \$7,390,209 in the proposed budget. Because it can be reasonably expected that the City will save \$7.4 million due to vacancies but not as easily predicted in which departments the savings will occur, the \$6.9 million base vacancy savings remains spread across the City in individual departmental budgets while the \$0.5 million incremental increase has been budgeted in Non-Departmental.

The \$1.9 million of expenditures in FY 2019 were largely attributable to the Summer 2019 WMATA Platform Improvement Project and the expenses for which the City was reimbursed by WMATA. This was a one-time project and does not require a budgeted amount for FY 2021.



Non-Departmental

CONTINGENT RESERVES

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed
Contingent Reserves	\$0	\$1,061,770	\$1,584,278
Total Expenditures (All Funds)	\$0	\$1,061,770	\$1,584,278

Item	Description/Impacts	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET		\$1,061,770
All	Remove \$1,061,770 of one-time funding for FY 2020 contingency items. Expenditures budgeted here in FY 2020 related to Early Childhood capacity expansion, SNAP outreach and expansion, Commercial Property Assessed Clean Energy Program (C-Pace), and 2020 Census Complete County Committee have been moved to their respective department budgets.	(\$1,061,770)
Family Unit Due Process Program	Funding will provide resources to assist Alexandria residents facing deportation proceedings. The City has recently executed a contract with a non-profit to provide these services. This item was also included as a Contingent Reserve item in FY 2020.	\$100,000
Inova Alexandria Hospital Appropriation	This funding represents the deletion of 50% of the appropriation to the Inova Alexandria Hospital for uncompensated care. The funding has been placed in contingent reserves until staff can complete an assessment of the impact of the recent expansion of Medicaid eligibility, approved by the General Assembly. This item was also included as a Contingent Reserve item in FY 2020.	\$490,575
Night/Weekend Zoning Inspector	The funding for the Night/Weekend Zoning Inspector has been moved to Contingent Reserves, until a comprehensive review and report on night/weekend staffing, policies, and coordination between the Police Department, Planning Department, Code Administration, Transportation & Environmental Services, Health Department and other impacted departments has been presented to Council. This item was also included as a Contingent Reserve item in FY 2020.	\$83,595
Voter Registrar Redistricting Notice	Virginia Code § 24.2-306 (B) requires notice of any change in election district/precinct/polling place be mailed to registered voters at least 15 days prior to the next general, special, or primary election. This proposed item is for printing and postage costs based on 100,000 registered voters at 90-cents per item mailed. Total cost for redistricting notifications subject to change depending on the potential total number of registered voters that are impacted.	\$90,000
NOVA Economic Development Alliance	Contingent funding in the amount of \$75,000 to support of the recently formed Northern Virginia Economic Development Alliance.	\$75,000
NVJDC Subsidy Increase	A study of the Northern Virginia Regional Juvenile Detention Center (NVJDC) commenced on July 29, 2019. This study will review many aspects of the service including an analysis of existing center costs and operations. The study will provide recommendations and a full report presented to the public considering one of two options: further regionalization or continued operation of the center by the existing jurisdictions. Pending the results of the study, the FY 2021 increase for NVJDC has been placed into contingent reserves. FY 2020 levels of funding remain budgeted in Other Public Safety.	\$245,108
Program Contingency for City Council	Undesignated contingency funds.	\$500,000
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET		\$1,584,278



Non-Departmental

RESPONSE TO EMERGENCIES

Expenditures by Type	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed
Response to Snow & Ice Emergencies	\$1,490,377	\$850,000	\$860,100
Total Expenditures (All Funds)	\$1,490,377	\$850,000	\$860,100

Response to Emergencies

City snow and ice management budgets are included in the Non-Departmental section of the Operating Budget to allow for quicker monitoring and reporting of costs as well as removing the unpredictability of random snow and ice events from departmental budgets.

Office of Organizational Excellence



The Office of Organizational Excellence (OOE) is a new initiative of the City Manager and through utilization of existing resources from Human Resources, the Office of Internal Audit and the Office of Performance and Accountability, OOE aims to identify what in the City government needs to improve, as well as develop and manage the processes to reform City internal processes, procedures and practices.

OOE is also responsible for coordinating the employee engagement survey and for establishing formalized processes for creating and implementing departmental and City government organization-wide improvement plans.

Department Contact Info

703.746.4343

www.alexandriava.gov

Department Head

James Spengler

Office of Organizational Excellence



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel			\$109,929	\$109,929	100.0%
Non-Personnel			\$42,500	\$42,500	100.0%
Total			\$152,429	\$152,429	100.0%
Expenditures by Fund					
General Fund			\$152,429	\$152,429	100.0%
Total			\$152,429	\$152,429	100.0%
Total Department FTEs			1.00	1.00	100.0%

FISCAL YEAR HIGHLIGHTS

- In December 1, 2019, the City Manager created a new office. The Office of Organizational Excellence brings together existing City resources and personnel from different parts of the organization in order to create a more structured change management effort. Using a High Performance Organization (HPO) model as the structural framework, the intent is to put in place a more deliberate, more intentional set of processes aimed at improving the city government, it's organizational climate and outcomes.
- All program costs were transferred from Human Resources Department to include one Organization Development Specialist FTE and employee engagement survey costs.
- The Office of Organizational Excellence is affiliated with the Office of Internal Audit and the Office of Performance and Accountability as all of these organization's missions are aimed at improving the performance of the City of Alexandria organizations.

Office of Performance and Accountability



The Office of Performance and Accountability (OPA) helps the City deliver efficient and effective services by informing decisions through measurement and analysis.

Department Contact Info

703.746.3729

<http://www.alexandriava.gov/Performance>

Department Head

Greg Useem



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$349,919	\$404,207	\$419,929	\$15,722	3.9%
Non-Personnel	\$68,267	\$119,975	\$103,830	(\$16,145)	-13.5%
Total	\$418,186	\$524,182	\$523,759	(\$423)	-0.1%
Expenditures by Fund					
General Fund	\$418,186	\$524,182	\$523,759	(\$423)	-0.1%
Total	\$418,186	\$524,182	\$523,759	(\$423)	-0.1%
Total Department FTEs	3.00	3.00	3.00	-	0.0%

FISCAL YEAR HIGHLIGHTS

- The FY 2021 budget for the Office of Performance and Accountability decreases by \$423 or 0.1% from FY 2020 levels.
- Personnel increases by \$15,722 or 3.9% due to merit and health insurance rate increases offset by a reduction in non-personnel costs of \$16,145 or 13.5% due to the biennial Resident Survey not occurring in FY 2021 and increases in operating supplies and materials, software licenses and Alex311 maintenance fees.



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	3.00	\$524,182
All Programs Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$34,577
Performance and Accountability Reduction of the biennial Resident Survey. This will be re-entered in the FY2022 budget when it is again time to undertake the Resident Survey.	0.00	(\$35,000)
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	3.00	\$523,759



PERFORMANCE INDICATORS

Strategic Plan indicators supported by this Department

- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of projects requested and in queue</i>	61	92	115	100	N/A
<i>Number of projects completed</i>	33	36	123	100	N/A
<i>Percent of internal survey respondents reporting that OPA staff were professional</i>	N/A	97%	95%	95%	95%
<i>Percent of internal survey respondents reporting that their project with OPA met or exceeded their needs</i>	N/A	87%	80%	90%	95%



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Performance dashboards	OPA partners with departments to measure their services so that the City can track how well programs are working (business intelligence) and provide transparency of the City's performance to the community. This supports data-driven decisions.	0.20 M	1
Surveys	Coordinate and conduct rigorous surveys so that decision makers know how the community and employees feel about the services that are delivered. This supports data-driven decisions.	0.12 M	1
Analysis & evaluation of service delivery performance	OPA collaborates with departments to answer questions, solve problems, and improve the efficiency and effectiveness of services through research, process analysis, evaluation, and data analysis. This supports data-driven decisions.	0.21 M	2

Office of Voter Registration & Elections



The Office of Voter Registration and Elections is responsible for conducting accurate, fair and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia, and providing Alexandria voters the opportunity to participate in the electoral process. This includes maintaining an accurate list of registered voters, offering convenient absentee voting opportunities, recruiting and training election officers, preparing ballots and voting equipment, managing polling places, and certifying all election results within the City.

The office also verifies candidate nominating petitions and ensures that candidates for local office file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.

Department Contact Info

703.746.4050

<https://www.alexandriava.gov/Elections>

Department Head

Anna Leider

Office of Voter Registration & Elections



EXPENDITURE SUMMARY

	FY 2019 Actual	FY 2020 Approved	FY 2021 Proposed	\$ Change 2020 - 2021	% Change 2020 - 2021
Expenditures By Character					
Personnel	\$750,298	\$887,592	\$974,964	\$87,372	9.8%
Non-Personnel	\$356,741	\$447,737	\$497,016	\$49,279	11.0%
Total	\$1,107,039	\$1,335,329	\$1,471,980	\$136,651	10.2%
Expenditures by Fund					
General Fund	\$1,107,039	\$1,335,329	\$1,471,980	\$136,651	10.2%
Total	\$1,107,039	\$1,335,329	\$1,471,980	\$136,651	10.2%
Total Department FTEs	6.60	6.60	6.60	-	0.0%

FISCAL YEAR HIGHLIGHTS

- Personnel increases by \$87,372 or 9.8% due to regular merit increases and career ladders as well as an increase in seasonal employees and overtime budgets for the 2020 Presidential Election; these costs will be reduced for FY 2022.
- Non-Personnel increases by \$49,279 or 11.0% due to an increase in office space rental costs and an increase in ballot printing, equipment delivery, office supply, and postal costs for the 2020 Presidential Election; these costs will be reduced for FY 2022.

Office of Voter Registration & Elections



DEPARTMENT CHANGES TO CITY SERVICES

Adjustments	FTE	Amount
TOTAL FY 2020 APPROVED ALL FUNDS BUDGET	6.60	\$1,335,329
All Programs Current services adjustment—Current services adjustments reflect the change in cost of continuing the current level of service into the next fiscal year, including the administration of the Presidential election, and includes increases and/or decreases in salaries & benefits, contracts, and materials.	0.00	\$143,851
Voter Registration & Elections Paper Ballot Count—Decreases the surplus of paper ballots for the June 2020 Primary and November 2020 Presidential Election to match actual anticipated turnout.	0.00	(\$7,200)
TOTAL FY 2021 PROPOSED ALL FUNDS BUDGET	6.60	\$1,471,980

PERFORMANCE INDICATORS

Key Department Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	Target
<i>Number of voters per election officer in general elections</i>	167	193	188	111	135
<i>Percent of absentee ballots sent within one day of receiving completed absentee ballot application</i>	98.5%	99.9%	99.7%	99.0%	100.0%
<i>Percent of registration transactions completed online</i>	60.1%	85.1%	84.8%	85.0%	85.0%
<i>Percent of registration transactions completed without error</i>	98.2%	98.9%	98.0%	99.0%	99.0%

Office of Voter Registration & Elections



PRIORITY BASED BUDGETING RESULTS

Service	Description	FY20 Cost (\$ in M)	PBB Quartile Score
Elections	Conduct accurate, fair, and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia.	0.74 M	1
Voter Registration	Maintain an accurate list of registered voters in Alexandria so all qualified City residents have the opportunity to participate in the electoral process.	0.57 M	2
Local Candidate Qualifications	Ensure that candidates for office file all the required paperwork and meet qualifications for office.	0.01 M	3
Campaign Finance	Ensure that candidates file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.	0.01 M	3